

Coast Community Broadcasters Inc.

Trading as



5-Year Strategic Plan 2020-2025

Draft to be endorsed at 16 Dec 2019 - Board Meeting

Registered Details: Coast Community Broadcasters Inc. (t / a today'scountry94one)

Australian Business Register: 38 034 487 257

Entity name: Coast Community Broadcasters Incorporated

Incorporated Entity: Goods & Services Tax (GST)

Organisation postal address:

PO BOX 1042 GOSFORD NSW 2250 Australia

Studios and office located:

Level 2, Central Coast Leagues Club,

Dane Drive

Gosford NSW 2250

Organisation website: <http://today'scountry94one.com>

Organisation phone number: (02) 43 23 24 41

Organisation email: admin@today'scountry94one.com

Mission Statement

Coast Community Broadcasters Inc. (t / a today'scountry94one) operates a 24 hour radio service through today'scountry94one Radio Station. The organisation exists to engage the Central Coast Community with country music entertainment with current local and overseas artists, and to enrich our listener experience through providing up to date news and commuter information, entertainment and community involvement.

Value Statement

Coast Community Broadcasters Inc. (t / a today'scountry94one) provides a non-commercial medium to our diverse listening population and business partners that respects and strengthens the distinctive fabric of our community.

Philosophy

The members, volunteers and board of Coast Community Broadcasters Inc. (t / a today'scountry94one) believe that our programming should represent the community

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of the Central Coast. Given the wide variety of lifestyles found locally, we strive to enrich our listeners' lives by providing Today's Country Music together with an occasional classic, as well as topical information, and a rich mix of local, regional, national, and international news. We provide local sporting features and specialist country music programs.

We distinguish ourselves from other regional community and commercial stations through our commitment to promoting Country Music and engaging with community participation, support, and control.

Public access to the airwaves is provided a) through our on-going broadcast training which is open to all community members; b) through a Community Radio Engagement Survey it was demonstrated the local community is serviced by the current and evolving programming; c) through social media responses there is broad appeal across all demographic groups.

We are a listener supported radio station with programming provided by volunteers. We foster a sense of community by providing a common link for a wide variety of listeners.

Coast Community Broadcasters Inc. (t / a todayscountry94one) highly values collaborations with our local Central Coast Council, local not for profit organisations, local and regional country music entertainment groups, performing arts organisations and indigenous groups.

We envision expansion of our membership and community engagement by pursuing joint ventures such as the production and distribution of shared programming with community groups and other community radio stations.

We augment our FM broadcast with offerings in other mediums such as supporting and participating annual Country Music Festival events and concerts around the Central Coast Region.

We welcome new technology to meet the objectives of the station, and will continue the expansion of our traditional broadcast whenever practical and feasible.

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Coast Community Broadcasters Inc. (t / a todayscountry94one) strives to produce high quality content by provide our presenters with thorough training and continuing education.

Coast Community Broadcasters Inc. (t / a todayscountry94one) – currently the FM broadcast signal potentially reaches 90 percent of the growing population of the Central Coast community. We will continue to protect and upgrade our todayscountry94one signal to achieve this coverage through all weather events.

We utilise local community service providers for additional content – for local news, reports, events and other community groups including indigenous participants.

Through todayscountry94one radio platform, we currently provide service to anyone with Internet access and have an estimated listening audience of up to 45000 out of a potential 315 000 population in this transmission area and streaming intrastate, interstate and overseas with regions including Europe and the Americas.

Goals and Objectives

1) Technical Outreach:

Efficiency, extension and protection of signal coverage.

- a) Protect the Central Coast signal by upgrading technical equipment, recently replacing the transmitter.
- b) Improve signal quality and maintain service in our listening area
- c) Continually evaluate and improve our web infrastructure.
- d) Maintain and upgrade our digital music library
- e) convert carts into folders consistent with our Panel Operating System.
- f) The digital music library is our primary source of music files and implement a back-up plan.
- g) Evaluate improving our transmission system backups.
- h) Continue to evaluate existing Automation Software and explore other automation software options; integrate as feasible.
- i) Investigating and implementation of outside broadcasting.

2) Community Outreach & Marketing:

Strengthening our commitment to community participation and support.

- a) Increase listener presence and participation by:

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- i) Increasing involvement of younger listeners by targeted promotions including our Brand New Star competition;
- ii) The Program Guide, updated weekly, is online and periodic upgrades of our website;
- iii) Using public relations and publicity efforts in the newspapers, internet, Social Media, social networking and email lists;
- iv) Sponsoring and collaborating with local events (e. g. the Central Coast Music Festival, and independent events);
- v) Maintaining content-management;
- vi) Working with local and regional associations to have exposure in their events especially promoting Country Music on the Central Coast.

b) Increase collaboration with:

- i) Local groups, schools, art and other not-for-profit organisations to foster a sense of place and a voice for community issues;
- ii) Local indigenous / ethnic / youth organisations to have their members join todayscountry94one team and present programs
- iii) Other community radio stations and Coast Community Broadcasters Inc. (t / a todayscountry94one) to produce and distribute shared programming and to share resources and knowledge.
- iv) We are a founding member of The Gosford / Wyong Community Radio Association Inc. an exemplar of cooperation in the industry.

c) Maintain community contact through:

- i) Organisation of special events such as Country Music fundraising concerts, Trivia Nights and similar events where todayscountry94one volunteers engage and interact with listeners and members;
- ii) Participation in relevant meetings and forums when appropriate (e. g. participating in Central Coast Council interaction events promoting the Central Coast and developing plans and infrastructure on the Central Coast);
- iii) Engaging our volunteers, members, listeners and the broader community for feedback, using on-air announcements and social media posts;
- iv) Maintaining a high-quality web site that includes our program schedule, mission statement, contact information, professional Presenters photos and profiles, station history, a community calendar, and web listenership statistics as well as links to

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other sites, archives of artists interviews, and online commerce (pledging and promotional items).

v) Having booths at public and charitable events, and supporting all sports on the Central Coast;

vi) Broadcasting public service announcements, promoting concerts and other entertaining events, helping create awareness and assistance for not-for-profit organisations;

vii) Offering training program for Broadcasting Cert III with members of the community invited to participate.

d) Present a positive image of Coast Community Broadcasters Inc. (t / a todayscountry94one) through:

i) advertisements on social media as well as the internet;

ii) Free web site placements (e.g. Central Coast Country Music Association);

iii) Promotional items such as t-shirts, mugs, hats, stickers, pins and magnets that have quality designs and an identifiable logo that help mould our positive image;

iv) Word-of-mouth marketing whereby todayscountry94one volunteers and listeners spread the word of our station and listeners help grow our market.

3) Physical & Financial Assets

Station and Transmitter sites: ensure the stability of studio, office, and transmitter sites through:

a) Negotiations with Central Coast Leagues Club for our lease renewal to sustain long-term, reasonable, and financially attainable leases;

b) A capital campaign to raise funds for specialist studio equipment e. g. outside broadcasting.

4) Financial Assets & Management: ensure the financial stability of Coast Community Broadcasters Inc. (t / a todayscountry94one) through:

a) Consistent monitoring and management of monthly financial reports and the Annual General Meeting (AGM) report;

b) Increased income in relevant areas – membership, sponsorships, donations, fundraising and beneficiaries;

c) Maintain and improve cash reserves.

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5) Programming

Continuing and striving to improve the quality of our broadcast by:

- a) Cultivating professionalism among volunteer presenters through feedback and enforcing our Presenters agreement contract;
- b) Conducting surveys through multiple mediums to determine programming preferences, listener feedback and audience reach;
- c) Consulting the listening audience and broader community for programming suggestions;
- d) Maintaining program flow through the schedule and Presenter continuity.

6) Expand our programming by:

- a) Including a regular, locally produced young country music artists program e. g. Gina Jeffries Talent School;
- b) Ensuring locally produced country music news via collaboration with Central Coast Country Music Association;
- c) Incorporating live remote broadcasts;
- d) Augmenting local and Regional programming through shared programming with other Country Music stations e. g. remote areas with Deadly Music community stations;
- e) Broadcasting live 24 hours a day;
- f) Broadcasting live concerts and performances from the todayscountry94one studios;
- g) Providing our live broadcast over the internet via streaming technology.

7. Fund Raising

Coast Community Broadcasters Inc. (t / a todayscountry94one) operating funds come from merchandise sales, membership contributions, special events and grants from various sources.

We hold membership drives each year including our special event the Brand New Star competition. Coast Community Broadcasters Inc. (t / a todayscountry94one) is developing a program for donations that may evolve to a permanent endowment for Bequeaths.

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8. Governance - Board

The Coast Community Broadcasters Inc. (t / a todayscountry94one) Board sets the guiding policy, which determines the direction of the station. This direction will be maintained in a five-year strategic plan.

The Board uses the mission statement to guide decision-making. The Board re-evaluates the mission statement and long-range plan regularly, and update it as needed to reflect the current environment in which Coast Community Broadcasters Inc. (t / a todayscountry94one) exists. The Board defines and develops position descriptions of Volunteers and Presenters and expectations for Board positions. The Board expects committees to exercise professionalism and leadership in implementing Coast Community Broadcasters Inc. (t / a todayscountry94one) guiding policies.

The Board is supported by committees, acting on behalf of the Board, which takes full responsibility.

Board members are elected by the general membership of the Coast Community Broadcasters Inc. (t / a todayscountry94one) at the Annual General Meeting. If a member of the Board is unable to fulfil his / her term, a replacement is appointed by the Board.

The Board is supported by four committees:

1. **Governance Committee** is a vehicle to get feedback and maintain standards for the guidance and governance of the station.
2. **Technical Committee** ensures the maintenance and running of the technical equipment, Rack Room, Transmitting equipment and Studio Panels and PC operations.
3. **Program / Music Committee** ensures the professional standards of Presenters and training as well as the Music played on the station including receipt of all music submitted and then prioritising what will be added to the playlist of the station.

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4. **Events and Promotions Committee** is to ensure the engagement of volunteers and promote membership with our listening audience.

The Committees are to have independence from the Board for day-to-day decisions with monthly reporting to Board meetings as a Committee of the Whole.

ACHIEVEMENTS OF 2019

- Rewriting of Constitution; receiving Member approval at SGM
- Updating and rewriting of Policies and Procedures –
 - Board Confidentiality Policy
 - Board Office Bearer Policy Position Statements
 - Code of Ethics
 - Committees Policy
 - Community Service Announcements
 - Risk Management Policy
 - 5 year Strategic Plan (revised annually)
- Increased membership by 25%
- New Adobe software for production
- Pre-recording new programs within our own studios – e.g. Binnawah
- Fundraising Concert
- Sponsoring Country for Country Concert
- Local news sourced from local community newspaper
- Country music interviews
- Rewards for members and listeners – concert tickets & CDs
- 10th Brand New Star competition
- 2nd Busking competition
- Supporting Central Coast Country Music Festival
- Presenter involvement with Tamworth Festival Radio
- Devolution of responsibilities to committees with the Board representative